



# BUCUM

## Cardiff Metropolitan University hosts Tempus Leadership Management Training

The Tempus Leadership Management Training, held at Cardiff Metropolitan University in May 2013, developed participant's understanding of the issues of leadership and management development priorities that emerged from the Kick Off Meeting in Casablanca in December.

The training session that was held over three days, was led by the Leadership Foundation, UK and welcomed three guest speakers from UK higher education.

Presidents and Vice Presidents of the following universities attending the training event:

- Alexandria University, Egypt**
- Arab Academy for Science and Technology, Egypt**
- Suez Canal University, Egypt**
- Superior Institute for Science and Technology, Morocco**
- Hassan II University, Morocco**
- Cadi Ayyad University, Morocco**
- Modern University for Business and Science, Lebanon**
- Misurata University, Libya**
- Alzawiya University, Libya**



The Tempus Leadership Management training participants

The training programme was issue-centred focusing on key points of concern for participants. Collaborative discussions were encouraged and participants worked together to advise colleagues on matters of concern. Training was comparative in the sense of looking at a whole range of international evidence on selected issues. Transparency was also promoted so that participants could give and accept advice from other participants and guests were challenged regarding the adequacy of current responses to particular issues.

The main aim was to demonstrate that good management practices can build sustainable higher education cooperation between nations. The BUCUM project does this by addressing the challenges facing the management of a global university in the 21st Century.

### The Tempus Training Schedule:

#### Monday 13th May:

*Content:* Vision for universities, strategic planning processes and engaging with stakeholders both internally and externally.

*Guest speaker:* **Mr David Lock, Director of international Projects, Leadership Foundation for Higher Education.**

#### Tuesday 14th May:

*Content:* The significance of corporate governance and audit, exploring financial strategy with regards to universities and applying Human Resources strategies.

*Guest speaker:* **Mr Steve Willis, Director of Finance and Resources, Leeds Metropolitan University.**

#### Wednesday 15th May:

*Content:* Building support for change and minimising resistance, enhancing team work and managing time effectively.

*Guest speaker:* **Ms Jean Woollard, Leadership Consultant and Coach.**





Tempus

## BUCUM Scoping Workshop - 13th-15th May 2013

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A programme dinner followed the event by kind invitation from Professor Antony Chapman, Vice Chancellor of Cardiff Metropolitan University.



Professor Seddik Abdlesalam, Alexandria University's Vice-President and Professor Mohammad Mohammadein, Suez Canal University's President presenting to Cardiff Metropolitan University's Vice Chancellor, Professor Antony Chapman

This deliberately ambitious programme was built with a combination of individual input, exploration in groups and sharing team findings. It was designed to help participants to understand and discuss, in depth, leadership and management priority issues and provided a platform for sharing individual experiences and best practices.

As a result of this training and collaboration event, participants are now able to introduce and contextualise the topics in a way that will enable them to develop recommendations on return to their institutions. Sustainable development from this training will ensure maximum success and achievements in the project.



Cardiff Metropolitan University

Prifysgol Metropolitan Caerdydd



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## Outline of workshop

The Building Capacity in University Management (BUCUM) workshop that was held on 13th - 15th May 2013 was designed to refine the scoping of leadership development needs undertaken as part of the previous TEMPUS project (LHEM) and to enable a group of Rectors and senior leaders of participating universities to understand the needs that they had expressed at the kick-off meeting in Casablanca and how they might develop responses to those needs.

The workshop was designed and delivered by the Leadership Foundation for Higher Education under the direction of David Lock, its Director of International Projects.

### **Overview:**

A report was created on the visits made to Egypt, Lebanon, Morocco and Tunisia to identify leadership development needs in the Higher Education sector and make recommendations as to how these needs might be met.

Visits were made to Egypt, Lebanon, Morocco and Tunisia in the period October to December 2010 to identify leadership development needs in the Higher Education sector in each country. The visits were led by David Lock, Director of International Projects at the Leadership Foundation for Higher Education.

### **Key Findings:**

Although there were some significant differences in the HE systems of the four countries, in the national expectations of those systems and the extent to which the HE systems were seen to be responding to new challenges, there were far more challenges that were common to all of the participating countries. Hence, the bulk of the recommendations refer to activities and resources that will hopefully be of value to all countries. These recognise that universities need to evolve to be more responsive to a wider range of stakeholders, broaden their missions, develop institutional partnerships (nationally and internationally), enhance and benchmark the quality of their academic outreach and managerial activities against international competitors, develop multiple income streams and modify their structure and culture to achieve change.

### **Role of Universities in Society:**

It was mentioned that the role of universities in society, particularly in relation to the technical, economic and socio-political development of countries is changing across the globe. The extent to which universities in MEDA countries are now expected to perform should inform the relationship between universities and the State and the various stakeholders in society. Further the role that these stakeholders have in the governance of the university and the process of governance should reflect the role of universities.





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## Recommendations

It was recommended that leadership development should be delivered at three different levels and in different ways at each level.

- **Level 1 - Presidents:**

Regional meetings on specific themes with agreed outcomes, including sharing of successful practices, collaborations and on-going mutual support, possibly action learning style or a virtual equivalent using the equipment being provided under the project. Each theme should be jointly led by a president with recognised expertise and distinguished achievements and an experienced facilitator.

- **Level 2(a) - Deans, Vice-Deans and Departmental Chairs:**

Deans have varying amounts of autonomy and power and typically have little or no training in the role before taking it up or during the period of service. The roles are busy and the experience that post holders bring to the role varies greatly. Deans are being encouraged to make greater use of IT and virtual learning and gaining confidence to do this through personal experience could add additional value.

- **Level 2(b) - Functional and Administrative heads:**

Functional and administrative heads are often career civil servants and while often intellectually capable, not many were professionally qualified and most had had to learn while doing the job. As with deans, the roles are busy and the experience that post holders bring to the role varies greatly. They are being encouraged to make greater use of IT and virtual learning and gaining confidence to do this through personal experience could add additional value.

### **Gratitude:**

The Leadership Foundation recorded their gratitude to:

- Cardiff Metropolitan University for the excellent hosting arrangements and the hospitality provided by the Vice-Chancellor
- Professor Mohamed Loutfi, Stephen Willis and Jean Woollard for speaking at and facilitating parts of the workshop
- AbouBakr Fathalla, Anna Dukes and their team for the first class logistical arrangements and the care shown towards participants
- The participants for their enthusiasm, responsiveness and high level of engagement in the workshop.

The Leadership Foundation stands ready to advise further on this project and to provide further workshops and programmes to address the leadership development needs of participating universities.

